Patriarchal Societies and Women Leadership: Comparative Analysis of Developed and Developing Nations

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Abstract: All around the world, the man has been seen to dominate over the woman. This can be blamed by on colonial teachings as well as biblical teachings that dictate that the man is superior to the woman. Male dominated nations are said to be patriarchal societies. Patriarchy is defined by (Walby,1990) as a system of attitudes and structures which men hold power over women or patriarchy can be defined as males holding power over women, and subsequently creating structures that prevent women from accessing power or resources. (Kalabamu,2006) suggests that men obtain power from social norms within a given culture. Thus this paper views the absence of women in leadership in Developing and Developed nations comparing a country like South Africa to Kenya and many African countries as the reason for continued patriarchal systems and poverty among women. The paper will also highlight culture as the greatest hindrance to women leadership as well as highlight how the male takes charge in matters of education, economic resources and political status to gain power. This supports the conceptualization of patriarchy as a system 'under which cultural norms and common laws defining men's and women's rights, privileges, status and duties are defined. This paper suggests that patriarchy in the form of attitudes and structures influence gender inequality and contribute to feminization of poverty. These structures and attitudes hinder women from participating in most aspects of society.

Keywords: **Patriarchy, Women, Leadership.**

1.   INTRODUCTION

In most African countries, gender discrimination has been highlighted as a social injustice. This basically can be blamed on the way culture has been shaped and explored leaving the perception that women cannot hold high leadership positions. Most researchers indicate that women encounter huge challenges in filling in senior positions blaming it on cultural perceptive that influences female participation. Women in Africa are perceived as domestic workers who should take care of family duties.

Traditional gender roles that have been socially constructed, socio-cultural events and gender stereotypes are among the events that have affected women's leadership in Africa. Policy Makers have also been highlighted as previously lacking efforts in highlighting and promoting women's progress in taking up high leadership positions.

Women compared to men make up half of the society. In the developing world which is more patriarchal that developed world, women suffer a lot of gender discrimination and inequality. Women are less represented both in the society and in the government marginalizing them hence their voice is not easily heard. However, most policy makers are pushing for gender equality and women representation in government. This has bore great fruits and is on impact in countries like Rwanda where women representation in Government adds up to two thirds. Women on the other hand have worldwide come up with strategies to empower themselves and promote women's participation in politics and career positions. A

woman are also becoming policy makers in the government, at work and in the society and this has promoted development especially in issues that affect women.

However, this has had great challenges. The men feel that their positions are been taken up by women hence fight to dominate leadership positions. There has also been an outcry to promote and empower the boy child. This is a 'fight 'back strategy by men to assume back their position as head of the society as dictated by culture. Women however are becoming more and more educated and hence empower themselves and empower others. This in turn has is helping in eliminating gender inequality amongst women (Hallinger & Leithwood, 1998).

In addition, the thought on feminization of poverty serves as an illumination of the multiple economic and social factors that contribute to women's poverty, that include the significant gender gap between men and women in pay. Various critics clearly show that even when doing the same work, women make a lesser amount of money than men. 1998 Census statistics indicated that nationally, men's median wages were nearly $37,000, while women's wages were less than $27,000. Therefore, women made 73 cents for every dollar a man made. Additionally studies have highlighted the degree to which women are more vulnerable to poverty and disproportionately suffer its effects. For example, women bear the burden of child rearing and housework, even in families where both the husband and wife work full-time. In short, women are time poor.

Critics have it that, it's not new that women experience poverty differently or to greater extent than men. Their argument is that women's poverty simply was ignored; only changing demographics single parent families; female-headed households have made poor women more highly visible and more easily counted. Other critics point out that the concept is based on the increase in poverty experienced by White women as a group, while African American and other women of color always have been poor. In addition women as mostly represented as underdogs. Women are least represented in professions such as construction and manufacturing. The under-representation of women in the workforce is not isolated to developing countries alone.The same issues can be found even in developed countries, with women largely in the informal sector or in low or unpaid positions within the domestic and agricultural sectors (Walters & Mason, 1994).

Further analysis of the above data suggests that although women live longer and represent a large proportion of the population, they are disadvantaged when it comes to education and career opportunities. The representation of women in formal employment is low at 30 percent. Most women are concentrated in what are defined as 'pink collar' jobs. This is consistent with the literature that African women have less opportunities and access to education and career advancement which in turn contributes to the feminization of poverty.

2.   VARIOUS FACTORS HINDERING WOMEN'S LEADERSHIP

2.1 Impact of culture on women leadership

According to Shah, culture and gender have been used greatly in excluding women to take up leadership positions. This is because in patriarchal societies, gender stereotypes have been used to dictate gender roles in the society (Strachan, Akao, Kilavanwa &Warsal, 2010). This has affected the women who also believe that they are inferior in the society and the male is superior hence the deep-rooted stereotypes are upheld by the women too.

Different perceptive have also affected leadership styles where perceptions like a leader should be strong, decisive, democratic and able to collaborate are used to why away women from being leaders. This is because the society has characterized a woman as weak and a creature that uses emotions to make decisions hence she cannot be able to be a democratic leader (Strachan, 1999).It is also important to note that different cultures have their different perspectives of leadership characteristics . Akao gives an example of a patriarchal New Zealand where respect is greatly emphasized for the elders and hence their way of leadership and ruling cannot be questioned lest it will be termed as disrespect. The culture in New Zealand emphasizes on masculinity and restricts women from taking up leadership roles due to cultural values and believes that shape the society (Akao, 2008, p. 130).

2.1.1 Culture

Culture are common believes, symbols and behaviour shared by a particular community (Rutherford 2001). According to Hallinger, the biggest challenges that women perusing leadership positions face are challenges connected to cultural values and practices. Culture greatly influences leadership especially in patriarchal societies causing major obstacles for women to be leaders in the society. (Hallinger, 2005). Most cultural behaviour tend to marginalising women hindering

them to access top positions both in government and in the society. Women also experience unfair employment treatment for the same positions that men occupy. This can be blamed of the male attitudes imposed by patriarchal attitudes (Rutherford 2001).

Women barriers that are deep rooted to culture can be traced back to male dominated societies which create a 'glass ceiling' for women. These women on the other hand lack the motivation to fight gender inequality hence explaining why most patriarchal societies give senior leadership positions to the male rather than the female (Dana, 2009, p. 67).

2.1.2 Gender Stereotypes

In other cases, it is believed that the woman should be subjective to the man at all times. Therefore, since birth, a girl is socialized to be inferior to the man. This means that a woman cannot challenge what the man does or says and in this case, the woman cannot question what culture dictates. In most cases, it is believed that the woman's place is the home. Therefore she cannot take up other positions beyond the home setting. This means that the work of the woman is to take care of children at home, cook, clean and take care of her husband. The man on the other hand is supposed to take care of his family by being the provider as well as be the leader hence he can take up leadership positions career opportunities. This is argued that women therefore have less power even over representing themselves (Cubillo & Brown, 2003).

This aspect of socialization of boys and girls is a matter of nature versus nurture. Roles are therefore assigned depending on one's gender. Successful women are portrayed as those that respect and submit to their men (Sperandio, 2009, p. 53).

Most men on the other hand will find it hard to be led by a woman. Men also argue that a woman will always emotions instead of analytical thinking in carrying out their day to day activities hence they are not suitable to take up leadership positions that need one to be strong and think analytically. This gender stereotypes can only be proven wrong by women who take up the challenge to lead (Coleman, 2002, pp. 82-3). In some cases, women leaders are expected to "think like a man and act like a woman". Women in leadership positions face heavy challenges due male harassment and hence they tend to pull back and get isolated. One has to be a tough woman to overcome these perceived male dominant positions (Eddy, 2009).

2.1.3 Conflicting roles

In addition conflicting roles are a major hindrance to women trying to access leadership positions. This is because as the child bearer, the woman is expected to take care of the child and put away her career to meet the needs of her family.

This makes it hard for a woman to balance between career and family. (Dean et al., 2009). Most women all over the world fear to take up leadership positions due to the high family demands hence they either offer to take up part time jobs or not have a career at all. Women are supposed to prioritize their family needs before any other needs outside the home (Schuler et al., 2006). Tradition dictates that a woman should be happy taking care of family matters and not career work. This in the end creates discrimination for women by the men all together.

3. PATRIARCHAL SOCIETIES IN DEVELOPING COUNTRIES: A CASE STUDY OF LEADERSHIP ROLES IN SOUTH AFRICA

In the modern world, the generalization lies on the fact that developing countries are still highly patriarchal in nature. This implies most African countries including South Africa are based on a patriarchal system both in the public and domestic spheres. Despite their progression in the modern civilization South Africa is a state that is still highly patriarchal especially in the public sphere which entails the professional world. In terms of leadership roles between genders, the country is still biased towards men, which is represented from the percentage of the male population in the industrial and political world against the women population. Moreover, the same is observed in terms of opportunities, selection, wages and priorities.

In understanding the patriarchal society of South Africa, the author Themeblihle Innocentia Maseko (2013) analyzes the leadership roles among the genders, in the public and private sector of the country. She elaborates the imbalance of gender representation and how this has been justified in several ways to accommodate the situation the society has created. In her article, Maseko (2013) explains that women leaders tend to be more confident and persuasive in nature when getting things done. This brings out a warm demeanor in the business world which is a unique expression of leadership as opposed to the traditional leadership skills that express a sense of the proclaimed masculinity in the society. As opposed to

most developed countries in the world, developing countries are still facing several challenges in terms of gender equity in the society.

Despite the external outlook of South Africa growing towards empowering the women in their country since their independence, Maseko (2013) explains that they remain marginalized in many ways due to the fact that women' representation in decision making processes is very low. Regardless of the impressive steps taken towards gender equity such as the Employment Equity Act and the Affirmative Action, women continue to experience challenges in their leadership roles. Moreover, the main idea driven behind such a society is the misconceptions and generalizations about gender differences based on traditional patriarchal influence.

3.1 Gender in Leadership Roles in South Africa

Caliper (as sited in Maseko, 2013) shares that women leaders tend to stronger in leadership roles as result of their warm and welcoming demeanor. This works as an added advantage for women, however when observed in a more critical perception, the misperceived emotional character is what is used to credit women. Needless to say, he may be right in many occasions, however it is not the warm demeanor of a woman that gets her to do things right. It is her ability to bring a new approach on the table for people to implement and practice. In most developing societies, it is common to find the misconception of labelling women to be 'emotional and warm' in nature. What most fail to realize is that this cannot be said about all women.

South Africa is the at the top of the list among the South African Development Community (SADC), with the women representation in the parliament at 45% as pointed out by Sadie (as cited in Maseko, 2013). However, through Sadie's experiences (as cited in Maseko, 2013), where women also represent majority of voters in the country they are highly underrepresented in party organizations and on party lists to the extent that "although gender equality is enshrined in the party constitution and manifestos, it is not included in party structures." They are commonly used to represent the façade of gender consideration; however this is not how it really is behind the scenes. This trend is commonly used in many developing societies around the world, whereby women are used to symbolically and not really practically. This can also be experienced in developed countries.

Women in South Africa are highly presented on what is referred to as "pin-collar" jobs as opposed to the high skilled professions. The term pink collar refers to the service industry and is commonly used to represent activities that are practiced in the domestic environment. Activities typically practiced by women. On the contrary, blue collar jobs are consist of working people that perform working labor and typically categorized for men. The categorization on its own is highly prejudiced with pink representative of women and domestic activities, whereas blue represents masculinity and responsibilities of men in the society. Ironically these terms are commonly used in the United States among other developed countries.

Where the white collar jobs are involved, positions such as the CEO and directors of the company are often observed to be male dominated too. Naidoo and Jacobson (as cited in Maseko, 2013) demonstrate that women are commonly found in pink collar jobs. A countrywide survey of South Africa reflects that in 2004, 364 companies were listed on the Johannesburg stock Exchange and state owned enterprises (Maseko, 2013). The disturbing fact is there were only seven female CEOs and 60% of the listed companies had no women represented (Maseko, 2013). This invokes the thought, are women only meant for "pink collar" responsibilities? Is it that the women are inefficient and the male are more skilled and trained to the contrary?

3.2 Perceptions of Women in Leadership Roles

In South Africa, the abilities and capabilities of men and women are perceived in a differing manner. Moreover, this trail of though is also reflected from the differences in race and background. Women of different color are perceived differently in leadership roles. Booysen (as cited in Maseko, 2013) shares that male managers in South African concentrated on performance competition, winning, power, control and directive leadership. They perceive it as a social transaction necessary. Contrary to this she states, is that women managers displayed the essence of cooperation, empowerment, involvement, intuition and empathy. Most ethnic leaders were Afrocentric in nature centered on the concept of Ubuntu. Booysen (as cited in Maseko, 2013) shares that black natives in South Africa had higher scholar on collectiveness as compared to white counterparts. According to her, despite the growth of the modern world where gender equity is vital in order to develop, the South African society has displayed traces of traditional and philosophical

influence. This influence of Ubuntu among others places black women at an advantage because they have great interpersonal relations with others, which is what defines the women in their cultures.

The traditional and cultural influence on the women leaders automatically places them on a culturally defined system of society. Basically, if women are going to be open to the influence of patriarchal influence, it is inevitable for them to progress with the male supremacy ideals in the society. This is not to imply that they are expected to give up their values. It only means that the society needs to stop perceiving this trait as a mode of submission to patriarchal ways. This is simply because the women adopt the moral values of the culture and not necessarily give in to the submission of "inferior feminine" roles in the country.

3.3 South Africa in the Global Community

Looking at the global community, among developed countries, US had the Civil Rights Act of 1964 was among the first to have increased female occupational roles, which increased the number of women in managerial and leadership roles. However, the same is not reflected on top-level positons in the government as elaborated by Nelson and Michie (as cited by Maseko, 2013. Maseko (2013) explains that in UK the growth of women's employment has increased mainly in part time jobs. Men are still highly prioritized in the labor force whereby they hold 75% of employees compared to the 24% of women (Maseko, 2013). In addition, China still faces challenges in gender equity. Klaus Schwab who is the WEF founder and Executive Chairman (as cited in Maseko, 2013), "innovation requires unique ideas and the best ideas thrive in a diverse environment." This implies that it in not only men or women separately have something unique to offer. It means that both working in a diverse environment can bring something new to the table. This is a fact although sang over and again is not necessarily observed in both developed and developing countries.

Women make up 52% of the South African population; however, 43.9% of working people represent women (Maseko, 2013). This is mainly in the lower levels of the service industry. These numbers show a dire need for women to rise up in their ranks, however from a global perspective the same can be observed in almost every country including developed countries. Basically, despite the growth of women in the industrial, political and social stature of the society, they remain least represented among the genders.

The below graphical representation displays the representation of women in the workforce.

Fig 1.1: Stastical Profile: Women Workforce Representation in %
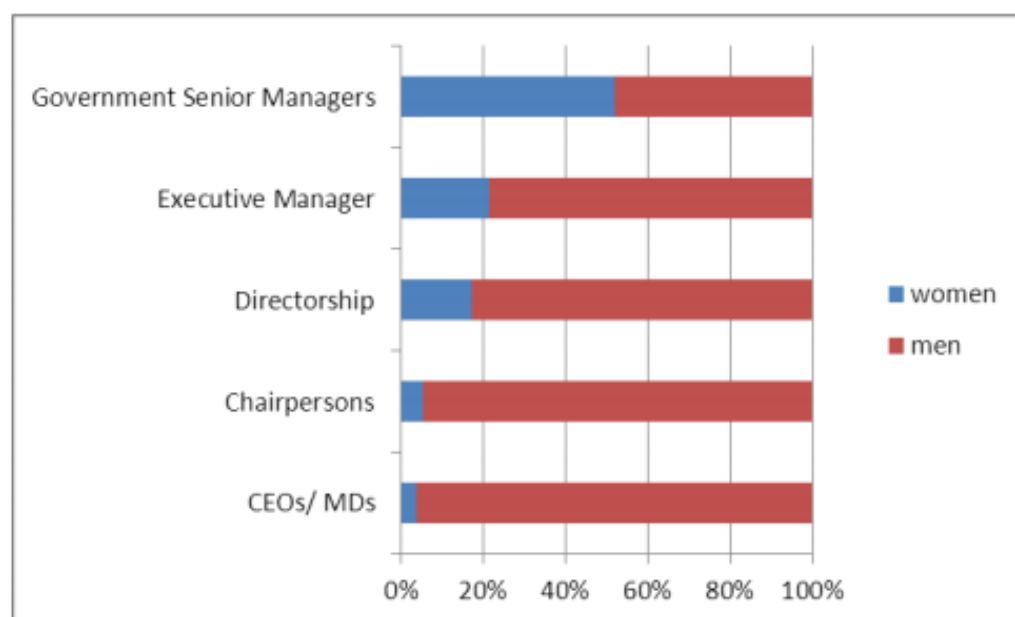
Source: BWM (as cited in Maseko, 2013)

Where women have high prospects and potential with their capabilities in leadership, there are vicious challenges faced against the gender roles in the modern society. There is room for great changes in the system that shall alter the patriarchal

influence in the society. Especially for developing countries that are still transitioning from traditional influence to the modern world. It is one thing to let go of traditional practices, however it is a complete life changing experience to change the perception of life which has been influenced by cultural values.

4.   PATRIARCHY AND THE CONTROL OF RESOURCES: CONTRIBUTING FACTORS TO THE FEMINIZATION OF POVERTY IN KENYA

Patriarchy and the control of resources looks at the aspects that contribute to the feminization of poverty. To well understand how patriarchal societies have contributed to feminization of poverty, we will look at how African feminist lens in analyzing socio-economic data on Kenyan women and how practioners and policymakers can employ strategies to solve the issues regarding women and poverty.

Poverty is defined as lack of income to support one's needs, but also difficulty in accessing education, careers and health and welfare services (Fukuda-Parr, 1999; Kaka & Abidin, 2013; Lesetedi, 2001). However, scholars have numerous definitions and classifications of poverty (McFerson, 2010). For instance there is a definition of poverty as living on less than a dollar a day (Ngunjiri, 2008). Yet, there are those that maintain that poverty is not just about income, it also encompasses wellbeing (Fukuda-Parr, 1999; Kehler, 2001). In an attempt to synthesize a topic much discussed by researchers, poverty can be perceived not only as a. It is a state of lacking comfort, security and opportunities (Fukuda-Parr, 1999). Ethnicity, tribal affiliation and gender are some of the factors that impact on socio-economic status in society. Feminization of poverty on the other hand was coined by Diane Pearce (1976) and suggests that women tend to be poorer than men. Women consist of a majority of the world's poor, and poverty tends to affect women more persistently than men (Chant, 2007). Thus, due to a lack of opportunities women are forced into low wages or low status careers, what are described as 'pink collar jobs' (Kehler, 2001). These professions are also described as 'caring professions' and further encompass social work, and domestic services (McFerson, 2010). Despite African women earning less than men, they are responsible for duties such as caring for the sick, young and old.

In regard to socio-economic data on Kenyan women, Female life expectancy is relatively high and has been on the rise from 57.6 years in 2013 to 64 years in 2014 compared to Kenyan males 55.4 years in 2013 to 60 years in 2014 (World Bank, 2013; Population Reference Bureau, 2014). Regarding education female rates of enrollment are lower than males particularly in the tertiary sector with a 43 percent participation rate for women (Odero-Owuor, & Wilmot, 2014). In the political sphere, women are again under-represented. Women are also lowly represented in the formal employment. This paper finally concludes, so as to counter, patriarchal structures as a contributing factor to the feminization of poverty; women need to be included in strategies to eradicate poverty on the African continent. It also concludes that education programmes need to be organized at the community level with families and individual male heads of household to emphasize the importance of sending girls to school and supporting women's empowerment within the community. Male educational programmes needs to be undertaken with the collaboration of respected male members of the community.

5.   PATRIARCHAL SOCIETIES AND WOMEN RIGHTS VIOLATIONS: A COMPARATIVE STUDY OF DEVELOPING AND DEVELOPED COUNTRIES

5.1 Sexual and Gender–Based Violence (SGBV)

The end of the Cold war left behind a realist world whose main agenda was to largely maintain status quo. Maintaining status quo was seen as the only viable avenue of maintaining world peace. This practice translated into the subjugation of women and their rights and thus a subsequent degeneration into negative peace. The realist focused perspective was slowly eroded and the rise of feminist International Relations sought to analyze gendered constructions in the world. It is from these attempts that the role of women as both victims and actors in conflicts emerged (Barbara and Katherine, 1999).

In patriarchal societies, women are classified as less valuable, less strong, economically less attractive and not suitable for public leadership roles. This patriarchal ideology is a major cause of the violation of the women's right to equality and therefore women often belong to the most marginalized groups and are denied access to resources, justice, and power. According to United Nations,(1998) economic and social discrimination results in fewer and poorer life choices for women. Heise, et al (1998) states that SGBV is a violation of human rights and this kind of violence propagates the categorizing of gender roles that denies human self-esteem of the individual and standoffs to human advancement. Victims of sexual violence are subject to high levels of discrimination even in modern day Asian and African countries,

and as a corollary face social isolation, economic hardship and all the negative consequences that follow (Naisharan and Patrick, 2014).

The rampant violation of human rights both in European countries as well as in Africa and the Middle East have been traced back to social constructions passing the woman as second to man. Since this realization, a number of United Nations World Conferences were held to facilitate discussions that would lead into consensus on major issues such as eradication of violation of human rights. The agenda was to assert women's rights in their societies. One of the principles of the United Nations Charter adopted by world leaders in 1945 is "equal rights of men and women", and protecting and promoting women's human rights is the responsibility of all States. International law of human rights brings forth the issue of impunity terming it as failure to bring perpetrators of human rights violations to justice and, as such, itself constitutes a denial of the victims' right to justice and redress (UN,1998),(UN, 2007).

Impunity has remained the most significant factor in undoing in the fight against Sexual and Gender Based Violence (SGBV). According to UN Women report (1998), fighting the culture of impunity for sexual and gender-based violence remains a significant challenge for states and the international community. Gender Based Violence includes a wide spectrum of violence and other forms of abuse meted against women mainly. The Kenya Demographic Health Survey (2008-2009) showed 45 percent of women aged 15-49 as having experienced physical or sexual violence. The report reveals that 25 percent of women have experienced physical violence, 7 percent have experienced sexual violence, and 14 percent have experienced both physical and sexual violence. Further 3 percent of women had perpetrated physical violence against their husbands or partners while the Female Genital Mutilation (FGM) rate is at 27 per cent in Kenya. This proves the level at which impunity is aggravating and maximizing the prevalence of SGBV on vulnerable groups especially on women and girls.

In the context of a community, dynamics between and among people that are influenced by socialization within local structures like schools, health care institutions, peer groups, refugee camps and work relationships can be and are venues for SGBV. Leaders, teachers and other prominent members of the community in power are and can be the perpetuators of SGBV as per daily current affair news and informal communications amongst individuals. However the victims are very reluctant to report the incident because of the perpetuator's position in the community and in the institutions. In few instances where the incidents are reported, the perpetrators are relocated to another geographical location of the institution rather than appropriate measures being taken by the representatives of the institutions.

Historically, majority of the victims of SGBV are women and girls. The culture of impunity, which perpetuates violence is created by acceptance of such violence against women and girls. Failure of the law to hold perpetrators accountable contributes to a culture of impunity whereby justice is denied and the roots of gender inequality grow deeper. Abuses continue, violence against women and girls is normalized and accepted, and inequality is reinforced, creating a vicious cycle. (Barbara and Katherine, 1999). Some laws fail to fully criminalize all forms of violence against women and girls. Even most definitions of rape are based on the use of force, rather than on the victim's lack of consent.

For example if husband and wife take their domestic issues to court the law looks at it from the man's side that he used force rather than the violation of the women's human rights. According to WHO report (2001), (2013) women who experience sexual violence are up to 1.5 times as likely to contract sexually transmitted infections, including syphilis, gonorrhea and HIV; and thereby making them more vulnerable. This may lead to women and girls working in situations which expose them more to SGBV. According to Women initiative for gender justice, unless and until the societies transform both legal norms and gender perceptions we will continue to fail generations of victims/survivors and we will continue nourishing impunity in the society. For example, in rural part of Ethiopia the "Oromo" ethnic group culture, abduction is acceptable if a man wants to marry a girl even if the girl is not willing to marry him. Cultures and traditions like this are supported and enhanced by not only men of the given society but also women of a certain age.

Although, impunity has remained societies' undoing in the fight against SGBV a number of States together with local and international CSO's and NGO's have made significant strides in their efforts to prevent and respond to violence against women and girls. From their efforts good and promising practices have been identified. However taking the magnitude, sensitivity and severity of the violence more needs to be done in all levels starting from awareness creation, designing and implementing clear policies and laws with strong enforcement mechanisms and working closely with society at large to establish effective processes that cut across all sectors of governance, that is, the States, UN organizations and agencies and civil society and they must demonstrate commitment through sufficient resources and determined efforts.

It is notable from studies that while SGBV exists in both the developed and developing world, it takes different forms. Women in the developed world often face economic segregation with white collar jobs as well as informal jobs largely favoring men. Promotions and appointments have been found to be sexually based in some countries while the political field has largely been a man's affair in the West. The ascension of Hillary Clinton into power if elected in the US may become a game changer in the largely male dominated society.

In the Middle East, Pakistan and Iraq are highly patriachal societies. Women have in some parts of this countries been relegated to birth machines. Besides bearing children, some Pakistan women are barred from taking part in social activities including driving. Iraq and other Muslim dominated countries are victims of high SGBV cases (Hyeonso and John, 2015). Africa having inherited patriarchy from the colonial masters has as well suffered through time. Women have largely been caregivers and mothers and have not been allowed to participate in economic activities. A few countries including Rwanda enforce the one third gender rule with Kenya's parliament failing to pass the bill into law (Women's Voice Newsletter, 2015).

Besides lack of equitable access to the job market, most African women suffer from sexual related abuse including rape, physical and emotional abuse. Terrorist groups further their interests by using women as in the recent Boko Haram case in which hundreds of school going girls were kidnapped in Nigeria. These girls have since become sexual slaves and mothers to a new generation of terrorists. In Somalia, Sudan, South Sudan, Congo, Rwanda, Kenya and most African nations, Women have suffered during war or election instigated disputes (Huvil and Okello, 2007).

Acknowledging that SGBV exists but in different measure in the developed and developing world and highlighting the efforts embraced to mitigate the vice have gone a long way in reducing the practice. It is however important to notice that the interlink between religion, culture and the practice of patriarchy presents an important front which needs interrogation but is not covered in this study. Urgent and proper action is required at all levels, both collectively and individually, in order to promote and secure gender equality for women and girls. This will end the complacency which so often accompanies violence against them in the private sphere, allowing it to be seen as culturally acceptable or as inevitable (IASC, 2005). It is important to support and uphold a political and social environment in which violence against women and girls is not tolerated and that perpetrators will face the full force of the law.

5.1.1 Women and Leadership

There are factors that facilitate advancement of women in organizations. Most women are advancing of women in their workplace as opposed to the older days. Human Resource development has addressed issues related to diversity e.g. gender, power and discrimination among others. There are barriers that prevent women from advancing in their careers like male stereotyping around the executive ole, lack of support, exclusion from networks etc.

In 2003, 63% of the total worldwide workforce was women. According to Schmidt & Duenas, (2002), it is expected that by 2010 women will account for 48& of total workforce.

A survey conducted by the Institute of Management (1994) revealed that women managers were most likely to resign from their jobs as their male counterparts due to the existence of invisible artificial barriers created by attitude in organization that prevent women from accessing higher-level position. When it comes to career development of women managers in general there has been the existence of a glass ceiling as the invisible barrier that restricts advancement of women on top executive positions.

5.1.2 Women and Careers

Most of the major barriers to the advancement of women are stereotyping, discrimination and the existence of male dominant cultures in organizations less access to career development opportunities. All of the above barriers come in the form of access to training where women are less likely to be trained than men. In order to eliminate barriers in women and for career development there has to be diversity in the workplace and women's development need not to be underestimated. Furthermore, gender equity boosts productivity, increases economic growth and improves the welfare of families. How an organization responds to the needs of women will determine how successful they are in assessing what talented women have to offers therefore thy need to consider present and future needs of women and respond actively to them. The nature of women's development is different from men because women face a lot of interruptions in their careers like family responsibilities in that women are the primary providers of child and elder care. The nature of

women's development however is changing and can be attributed to changes driven by the information age, shift in careers, gender inequality as well as personal choices e.g. increasing decision in the U.S not to marry and have children.

For women, the demands of work, life balance and gender inequalities are critical factors for success. Women face unequal pay for the same type of work as men do. Women's development has also being dominated by male dominated theories that don't explain women's career patterns.

The theories contemplate development in terms of stages of advancement whereby specific experiences are needed in order to get promotions. Women's careers are affected when they lack experiences needed for some promotions mostly in male dominated cultures because in such cultures men usually accumulate more power and resources than women. Career development of women depends highly on the context in which it takes place.

6.   FACTORS THAT AFFECT AND CONTRIBUTE TO WOMEN'S DEVELOPMENT IN ORGANIZATIONS

6.1 Organizational an government policies

A number of government initiatives have been implemented over the past years in the U.S e.g. The Family and Medical Leave Act which has been aimed to respond to unexpected illness or needs of families. Other reforms such as parental leaves makes women have an unwanted gap in women's careers and weaken their position in the labor market and slow down their career advancements.

Organizations play a big role in promoting female leadership in that it is the organization that hires or does hire a female leader.

6.2 Support work environment

A major factor contributing to women's retention and development within the organization is the implementation of work-family programs and creating environments that are supportive for women. Organizations that want to remain competitive have started to pay attention to work environmental issues and have tried to incorporate development practices that operate well for both male and female workers.

6.3 Top Management commitment

Top management support was found to be among the factors that contributed to women's career success. Organizations initiatives were most likely to be successful if CEO's recognized the need for initiatives and implemented strategies for advancing women. Therefore top management has to be involved in addressing women's issues at work.

6.4 Mentoring

This means that a more experienced person takes a less experienced person under his/ her wing so to speak. The mentors support and coach and try and enhance their mentee's career. Many female leaders consider this to be positive and a helpful tool in encouraging women to pursuit managerial positions. (The number one way to advance women's careers to leaders) They include seminars, co. visits and networking events.

6.5 Networking

Women rely on networking with other women to advance to executive levels. Most of them focus on career and skills development. They promote networking, attempt to improve communication among women members and management. It also provided women more information and options than they would have without it.

6.5 Training and development

A major factor contributing to women development and participation in managerial work is access to education and training and development initiatives. Successful practices for supporting women employees include educational programs and advisory groups that aim at enhancing career opportunities and workplace environment for women employees.

6.7 Organization Culture

They mainly include norms, values, practices, beliefs, attitudes among others which in turn influence organizational practices and values. Organizations that maintain cultures that promote gender equity are more likely to have an increasing number of women in management positions.

There are a lot of factors that help women advance in organizations; however, these factors are relative. There is a need to understand how individual factors operate towards enhancing women's development. Future research can explore how these factors affect women's advancement in specific organizations.

While explanations of how factors interact with women's careers must be taken into account within an organizational context (Edwards, Woodwall, & Welchman, 1996), we do not know what supportive organization cultures look like. Most of the sources cited in this critique were from the U.S.A. and were related to women in managerial positions. It is clear that more research that addresses women in positions other than management is needed to investigate further factors that facilitate development of women at work. Perspectives broader than the U.S.A. are needed to understand fully the impact of practices on developing women at work around the world. Future research should address factors that contribute to women's development in different countries.

7. CONCLUSION

To conclude, women in patriarchal societies find great challenges in taking up leadership positions due to the socialization process that result in gender discrimination. This also has led to negative attitudes towards women who take up leadership positions and career women as well. These attitudes manifest and give much preference to the male over the female and hence result to patriarchal cultures that hinder women to be seen and heard dictating that women are meant to be seen and not heard. Therefore the progress of women in taking up leadership positions has made very little progress in developing countries unlike in developed countries where gender equality is greatly advocated for (Vali, 2010).

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